Abstract: This paper investigates how organizational learning provides the organization with effective means to develop capabilities. Building on the distinction between modes and contexts of learning, we introduce a model of organizational learning to study how knowledge is shaped and made explicit, how it is created and shared, and how it is disseminated within the organization. We elaborate on an explorative case study focusing on three French Air Force fighter squadrons. Our main findings can be summarized as follows. First, organizational learning involves a variety of modes and contexts to be aligned and coordinated in order to improve organizational performance. Second, post-flight review enables squadrons to harness critical thinking and open mind attitudes and develop reflective capabilities.

Key words: Organizational learning, learning strategy, capabilities, knowledge management, after-action reviews